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*General*  
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### PERFORMANCE APPRAISAL AND YOU

Have you ever wondered just what your supervisor expected of you? Have you ever wondered just what he thought of you and your work? Are you able to do better work when you know these things?

Practically all employees want to feel that they are doing a good job and know that their supervisors recognize it. Everyone wants to feel he has some chance for promotion.

The Performance Appraisal Program is intended to help you and your supervisor in your efforts to improve your performance and to develop for advancement to better jobs.

Here's the way it works:

Soon after you report to a job, your supervisor will talk with you about the performance requirements of your job, that is, what he expects of you as an employee. The requirements are based on two things: 1) What is needed to get the job done; 2) What it is reasonable to expect of an employee under the given working conditions. If there are special requirements for different tasks or duties, he may explain those requirements as you learn the tasks or duties.

If the requirements need to be changed for any reason - such as a change in work methods or equipment - your supervisor may ask you to help in setting new job requirements.

From time to time he will tell you how he thinks you are doing. If he thinks you have done especially well on a particular job, he will tell you so. If he feels some part of your work should be improved, he will talk with you about it, and what can be done to improve it.

As he appraises your performance, your supervisor will probably be forming an opinion of you and your ability which may help - now or later - in deciding whether you should be placed in another and possibly better job. He may talk with you about this and about what can be done to help you get ready for a more important job, or one which is more suited to you.

When you have been in a job a year (and once a year afterwards as long as you are in the same job) your supervisor will appraise your performance, record his appraisal on the Employee Performance Appraisal form and discuss it with you. This is your official appraisal and covers your entire job.

JOB NO. \_\_\_\_\_ BOX NO. \_\_\_\_\_ FILE NO. \_\_\_\_\_ DOC. NO. 1 NO CHANGE  
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Under Item 1 of Part A, your supervisor will record briefly his opinion of your performance. He will mention your particular strengths and areas in which he thinks you most need improvement.

Item 2 shows the adjective rating he is assigning or recommending for you, "Outstanding," "Satisfactory," or "Unsatisfactory." This is your official performance rating on the job for which you are paid. It is the rating which is used for any action which requires an official rating, such as a periodic pay increase or reduction-in-force.

You can be given an "Outstanding" rating only if every phase of your performance is so far above adequate that it deserves special commendation. Your supervisor must justify this rating in writing, and it must be approved by a Committee. Few can meet the requirements for an "Outstanding" rating.

If there is a possibility that you will receive an "Unsatisfactory" rating, you will receive a warning letter at least three months before the rating is given. You will be told just how your performance is thought to be unsatisfactory and how you can improve. During the warning period, your supervisor will try to help you to improve. If your performance is satisfactory by the end of the warning period, your rating will be "Satisfactory."

Under Item 1 of Part B, your supervisor will record what you and he are doing or planning to do to improve your performance and to develop you for other jobs, if such development is practicable at this time.

Under Item 2, he will record the progress made since the last report or since you have worked with him.

Item 3 is provided for any comments you want to make. You do not have to make any comment. If you wish, however, you may express your agreement or disagreement with the performance requirements, the appraisal, or anything else about the appraisal process.

The date of the discussion of the appraisal is entered at the end of Part A. Both you and your supervisor sign the form to show that the discussion has taken place. Your signature does not mean that you agree with the appraisal.

An overall appraisal, covering your entire job, will also be made and discussed with you whenever your supervisor thinks that an appraisal and discussion of the entire job is desirable. The appraisal may be recorded on the form. In this case, however, the form is generally used only as a basis for discussion between you and your supervisor, and a copy is sent to the personnel office only if the supervisor believes that it should be a matter of record.

An appraisal of your performance will probably also be made and recorded on the form, and discussed with you:

1. If you are assigned to a different job.
2. If you are assigned to a different supervisor.
3. If you leave the organization.

So far, we have talked mostly about what the supervisor does. What do you do to get the greatest benefit from the appraisal program?

1. Be sure you understand what your supervisor expects of you. Ask questions if you are not sure. If you do not agree with the requirements set by your supervisor, tell him why. Try to reach an agreement on them.
2. Be sure you know how to do the work. If there is anything you don't understand, ask your supervisor about it.
3. Do the best job you can. Let the supervisor know about anything which is keeping you from doing as well as he or you think you can do.
4. Try to appraise your performance yourself, against the requirements set.
5. When your supervisor talks about your performance with you - whether you are discussing a part of the work or your whole job - tell him what you think. Remember that both of you are trying for the same thing - to get the job done as quickly and as well as possible. When your supervisor discusses a phase of the work which he feels could be improved, don't feel hurt. Even when our performance more than meets the requirements, it is seldom so good that we cannot improve.
6. Work with your supervisor in setting requirements and working out better ways of doing things when he asks you to.

If you and your supervisor cannot agree on your official rating, you may appeal it. You can get information on the appeals procedure from either your supervisor or the personnel office.

Your supervisor appraises you as an employee so that you both will know where you stand, and in order to decide what can be done to improve performance in your present job and to get ready for other jobs. Used in this way, both you and the Army can gain from the appraisal process.

## EMPLOYEE PERFORMANCE APPRAISAL

## PART A

☐ OFFICIAL  
☐ UNOFFICIAL

LAST NAME - FIRST NAME - MIDDLE INITIAL

TITLE, GRADE AND JOB NUMBER

INSTALLATION

ORGANIZATIONAL SEGMENT

APPRAISAL PERIOD

FROM

TO

1. SUPERVISOR'S EVALUATION OF PERFORMANCE ON THE ABOVE JOB: *(Covers aspects of performance as outlined in Performance Appraisal, a reference manual for supervisors)*

MAJOR STRENGTHS:

MAJOR AREAS IN WHICH IMPROVEMENT IS DESIRED:

2. PERFORMANCE RATING: ☐ OUTSTANDING ☐ SATISFACTORY ☐ UNSATISFACTORY  
*(Justification attached)* *(Justification attached)*

EMPLOYEE'S SIGNATURE

DATE OF  
DISCUSSION

SUPERVISOR'S SIGNATURE AND TITLE

**NOTE:** The adjective rating assigned may be appealed. Information on the appeal procedure may be obtained from your supervisor, or if you prefer, from the Civilian Personnel Office.

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EMPLOYEE'S SIGNATURE		DATE
<p>3. EMPLOYEE'S COMMENT:</p>		
SUPERVISOR'S SIGNATURE AND TITLE		DATE
<p>2. PROGRESS SINCE LAST REPORT OR SINCE EMPLOYEE HAS WORKED FOR THIS SUPERVISOR:</p>		
<p>1. WHAT IS BEING DONE TO IMPROVE PERFORMANCE, TO UTILIZE STRENGTHS, AND TO DEVELOP POTENTIAL ABILITY?</p>		
<p>NOTE: Part B is not a part of the performance rating assigned and is not subject to appeal</p>		

PART B